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#4

ADVISORY COUNCIL MEETING

ACTION SHEET

#5(a)(1)

THE NEW YORK STATE NURSES ASSOCIATION

REPORT TO THE BOARD OF DIRECTORS

BOARD COMMITTEE TO STUDY THE ROLE OF THE ADVISORY COUNCIL

January 21-22, 1988

Action Requested:

Approval of recommendations that the Board of Directors:

Approve the proposed "Guidelines for the Structure, Function and Operation of the Advisory Council"

Schedule Board of Directors meetings for two-year periods rather than one in order to facilitate Advisory Council participation delineated in the proposed guidelines

Stipulate that an evaluation be undertaken of the system established by the guidelines after two years have elapsed (in the event the guidelines are approved)

Undertake an examination of the effectiveness of the organizational systems by which NYSNA functions, with concentration on consideration of the merits of de-emphasizing "sub-groupings" and emphasizing a broad functional approach to accomplishing the Association's purposes

Background/Rationale for request:

See attached report of the Committee and proposed Guidelines.

Anticipated Financial Impact:

1. Attendance of an Advisory Council representative at regularly scheduled meetings would involve a cost of approximately \$200/meeting attended, dependent, of course, on the location of the representative. A budget allocation of \$800 would be needed.
2. The second and third recommendations have no financial implications.
3. The fourth recommendation, if adopted, would have significant financial implications; however, projection of costs is not possible absent further descriptors of the proposed study - i.e., number of people involved; number of meetings, scope of study, possible use of external consultants, etc.

#5(A)(1)

THE NEW YORK STATE NURSES ASSOCIATION

REPORT TO THE BOARD OF DIRECTORS

BOARD COMMITTEE TO STUDY THE ROLE OF THE ADVISORY COUNCIL

January 21-22, 1988

The Board Committee to Study the Role of the Advisory Council met on January 5, 1988. Four Committee members were present (for the Board: Dorothy Williams, who acted as chair in the absence of Sandra Mазzie, and Patricia Bishop Barry; for the Advisory Council: Ingrid Pearson and Diana Mason).

I. GENERAL DISCUSSION OF ROLE OF THE ADVISORY COUNCIL

The Committee discussed these aspects of the present and potential functioning of the Advisory Council:

- A. Advisory Council representatives' desire for and belief in the appropriateness of a participatory role in NYSNA activities that is more defined than is the present Advisory Council role as it is set forth in NYSNA Bylaws:

Advisory Council representatives on the Board Committee reiterated the position that definition and refinement of the Council's purposes and functions would have a positive effect on advancement of the interests of NYSNA and DNAs and on the viability of DNAs. This position has been expressed by Council members during discussions of the Council's role at Advisory Council meetings during the past year. Council members expressed particular interest in definition and refinement of the Council's purposes and functions as they may relate appropriately to advising the NYSNA Board.

- B. The pertinence (to all considerations of the Council's role) of the NYSNA Board of Directors' exclusive responsibility for the fiduciary affairs of NYSNA:

In its deliberations the Committee was mindful that, by law, no element of specification of the role of the Advisory Council (or any group or individual within or outside the organization) may impede the Board's ability to maintain its responsibility for the corporate management and fiduciary affairs of the Association.

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- C. The effect of Advisory Council composition on its role and functioning within the organizational structure and on the extent to which the Council's role lends itself to specification:

Unlike NYSNA organizational units, which are comprised of NYSNA members elected by membership or appointed by the membership-elected Board, the Advisory Council is comprised of the leadership of separately incorporated organizations, elected by the memberships of those organizations or, in the cases of DNA executive directors, appointed by their elected boards. NYSNA organizational unit members are obliged to represent the general interests of NYSNA, the profession and the public and the specific interests of segments of members. Advisory Council members are obliged to represent the general interests of NYSNA (by NYSNA Bylaws), the general interests of the profession and the public (by circumstance on which NYSNA has no effect: by common provisions of DNAs' bylaws and/or articles of incorporation) and the interests of the memberships of their discrete organizations.

The Committee considered the implications for the Council's role and participation in membership-funded NYSNA activities of these conditions: Advisory Council members are not necessarily NYSNA members; and Advisory Council representatives who are elected DNA leadership cannot be required by NYSNA to be NYSNA members.

II. FORMULATION OF PROPOSED GUIDELINES FOR THE STRUCTURE, FUNCTION AND OPERATION OF THE ADVISORY COUNCIL AND GENERAL RECOMMENDATIONS

The Committee recommends the Board's approval of the attached proposed "Guidelines for the Structure, Function and Operation of the Advisory Council." The Committee requested that the Advisory Council review the draft document at its January 13 meeting. The Committee agreed that the Council's suggestions for amendment of the draft be incorporated into the document insofar as those suggestions could be reasonably construed to be consistent with the spirit of the Committee's intent.

In addition to those recommendations concerning the role of the Council which are embodied in the draft document, the Committee recommends that the Board of Directors consider:

- A. Scheduling Board of Directors meetings for two-year periods rather than one in order to facilitate Advisory Council participation that is delineated in the proposed guidelines
- B. Stipulating that an evaluation be undertaken of the system established by the guidelines after two years have elapsed (in the event the guidelines are approved)

In addition, the Committee makes the following recommendation which emanated from its speculation about the effectiveness of present structures and functions within the organizational scheme:

RECOMMENDATION

That the Board of Directors undertake an examination of the effectiveness of the organizational systems by which NYSNA functions, with concentration on consideration of the merits of de-emphasizing "sub-groupings" and emphasizing a broad functional approach to accomplishing the Association's purposes.

Board Committee to Study the Role of the Advisory Council

Patricia Bishop Barry
Mary Finnick
Miriam Gonzalez (Board alternate)
Diana Mason (Advisory Council alternate)
Sandra Mazzie
Ingrid Pearson
Dorothy M. Williams (Acting Chair)

DMW/WMB/b
1/18/88
AC7

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#5(A)(1)

SECOND DRAFT (includes suggestions made by Advisory Council during its 1/13/88 meeting)

NOTE: These proposed guidelines were developed by the Board Committee to Study the Role of the Advisory Council at its meeting on January 5, 1988. The Committee's draft document was reviewed by the Advisory Council on January 13. For the easy reference of Board representatives to the Committee, and for other Board members' information, the suggested additions made by the Advisory Council appear in brackets. Where the additions appear, three asterisks (***) appear in the left margin.

BOARD COMMITTEE TO STUDY THE ROLE OF THE ADVISORY COUNCIL PROPOSED GUIDELINES FOR STRUCTURE, FUNCTION AND OPERATION OF ADVISORY COUNCIL

I. COMPOSITION

The Bylaws of NYSNA define the membership of the Advisory Council in Article IX, Section 1:

The Advisory Council shall be constituted of (a) the president or an alternate and the executive director of this association and (b) the president or an alternate of each constituent district nurses association and (c) the executive director of each constituent district nurses association (where such executive directors are appointed).

It may be within the scope of authority of NYSNA bylaws to require that Advisory Council representatives, per se, be NYSNA members. NYSNA bylaws do not currently make this requirement. It would not be within the scope of authority of NYSNA bylaws to require that the bylaws of constituent district nurses associations (which are separately incorporated organizations) stipulate that DNA presidents, per se, be members of NYSNA. NYSNA strongly recommends that all representatives to the Advisory Council maintain membership in NYSNA, to ensure a strong and unconstrained working relationship between NYSNA and the Advisory Council. These guidelines provide for the appointment of an Advisory

Council "coordinator" from among Advisory Council members whose responsibilities as communicator with the Board of Directors would necessitate that the individual hold NYSNA membership; such membership is required of that particular Advisory Council representative by these guidelines.

II. PURPOSE

The Bylaws of NYSNA broadly define the purpose of the Advisory Council in Article IX, Section 2:

The purpose of the Advisory Council shall be to consider and promote the interests of this association.

It is recognized that this purpose encompasses the interests of the whole Association, inclusive of district nurses associations and individual members. However, in no instance will any matter intrinsic to the functions of the Economic and General Welfare Program be entertained by the Advisory Council.

III. FUNCTIONS

The Bylaws of NYSNA do not specify the functions of the Advisory Council. Therefore, the following functions have been derived from the stated purpose of the Council:

- A. to serve as consultant to the Board of Directors in defining, communicating and interpreting the district nurses association viewpoint on nursing, health care and organizational issues;
- B. to consider issues referred by the Board of Directors or the Voting Body to district nurses associations and/or to the Advisory Council and to advise the NYSNA President and Board of Directors on those issues;
- C. to identify issues of DNA concern;
- D. to provide the opportunity for activities of the entire organization to be shared - i.e., between NYSNA and DNAs, and among DNAs;
- E. to identify mechanisms for strengthening the relationship between NYSNA and DNAs; communication between NYSNA and DNAs; and the functioning of NYSNA and DNAs in collaborative efforts.

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ADVISORY COUNCIL MEETING

IV. OPERATIONS

- A. The Advisory Council will meet four times yearly prior to the NYSNA Board of Directors' meetings customarily scheduled in January, March, May and September. The Board of Directors will provide the Advisory Council with the first draft of Board meeting agenda as soon as those agenda are available.
- B. Meetings in January, March and May will be one-day meetings. The September meeting will be two days in length, the first day of which will comprise an orientation for newly elected DNA representatives to the Advisory Council.
- C. The Board of Directors will appoint an Advisory Council Coordinator from among qualified DNA representatives to the Advisory Council. [The Coordinator will be selected from a list of individuals recommended by the Advisory Council. The Coordinator's term of appointment will be one year in duration (The Coordinator may be reappointed if reappointment is desirable to the Board, the Council and the individual).]
- D. The Advisory Council Coordinator will assist the NYSNA President and the Council in the following ways:
 1. Consult with DNA representatives to provide contributions to the NYSNA President in preparing meeting agenda;
 2. Communicate recommendations of Council representatives to the President (and to the Board);
 3. Represent the Council at NYSNA Board meetings when [either the Board or the Advisory Council deems appropriate];
 4. Identify concerns and recommendations arising out of Advisory Council meetings which should be included in the Advisory Council's written report to the Board of Directors.

V. REIMBURSEMENT OF EXPENSES

Representatives to the Advisory Council will be reimbursed for expenses incurred in attending Council meetings according to current policy of the Board of Directors. Current policy for regular one-day meetings

as of January 1988 specifies that one representative of each DNA will be reimbursed for travel expenses. (Some other expenses incurred in attending the September two-day meeting are reimbursable.) All other expenses are the responsibility of the DNA.

VI. OTHER

It is understood that the Council serves in an advisory capacity to the NYSNA President and Board of Directors. The Council does not act in a policy- or decision-making role for the Association or for the DNAs.

It is the obligation of constituent DNAs to respond in a timely fashion to requests of the President, Board of Directors and Voting Body for DNA contribution to and involvement in Association affairs.

MB
1/18/88
AC5-1

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ADVISORY COUNCIL MEETING

THIRD DRAFT (includes revisions made by the Board of Directors
on 1/21/88)

At its 1/21-22/88 meeting the Board of Directors referred IV.,
D., 3. (page 3) to the Committee on Finance for its
recommendations concerning the financial implications of an
unrestricted provision for attendance of Board meetings by the
advisory council coordinator. All other components of the
document were approved by the Board of Directors.

THE NEW YORK STATE NURSES ASSOCIATION

GUIDELINES FOR STRUCTURE, FUNCTION AND OPERATION OF THE ADVISORY COUNCIL

I. COMPOSITION

The Bylaws of NYSNA define the membership of the
Advisory Council in Article IX, Section 1:

The Advisory Council shall be constituted of (a)
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director of this association and (b) the president
or an alternate of each constituent district nurses
association and (c) the executive director of each
constituent district nurses association (where such
executive directors are appointed).

It may be within the scope of authority of NYSNA bylaws
to require that Advisory Council representatives, per
se, be NYSNA members. NYSNA bylaws do not currently
make this requirement. It would not be within the
scope of authority of NYSNA bylaws to require that the
bylaws of constituent district nurses associations
(which are separately incorporated organizations) stipu-
late that DNA presidents, per se, be members of NYSNA.
NYSNA strongly recommends that all representatives to
the Advisory Council maintain membership in NYSNA, to
ensure a strong and unconstrained working relationship
between NYSNA and the Advisory Council. These
guidelines provide for the appointment of an Advisory

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Council "coordinator" from among Advisory Council members whose responsibilities as communicator with the Board of Directors would necessitate that the individual hold NYSNA membership; such membership is required of that particular Advisory Council representative by these guidelines.

II. PURPOSE

The Bylaws of NYSNA broadly define the purpose of the Advisory Council in Article IX, Section 2:

The purpose of the Advisory Council shall be to consider and promote the interests of this association.

It is recognized that this purpose encompasses the interests of the whole Association, inclusive of district nurses associations and individual members. However, in no instance will any matter intrinsic to the functions of the Economic and General Welfare Program be entertained by the Advisory Council.

III. FUNCTIONS

The Bylaws of NYSNA do not specify the functions of the Advisory Council. Therefore, the following functions have been derived from the stated purpose of the Council:

- A. to serve as consultant to the Board of Directors in defining, communicating and interpreting the district nurses association viewpoint on nursing, health care and organizational issues;
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- C. to identify issues of DNA concern;
- D. to provide the opportunity for activities of the entire organization to be shared - i.e., between NYSNA and DNAs, and among DNAs;
- E. to identify mechanisms for strengthening: the relationship between NYSNA and DNAs; communication between NYSNA and DNAs; and the functioning of NYSNA and DNAs in collaborative efforts.

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- B. Meetings in January, March and May will be one-day meetings. The September meeting will be two days in length, the first day of which will comprise an orientation for newly elected DNA representatives to the Advisory Council.
- C. The Board of Directors will appoint an Advisory Council Coordinator from among qualified (see page 2) DNA representatives to the Advisory Council. The Board will request recommendations from the Advisory Council for the position of coordinator. The Coordinator's term of appointment will be one year in duration.
- D. The Advisory Council Coordinator will assist the NYSNA President and the Council in the following ways:
 1. Consult with DNA representatives to provide contributions to the NYSNA President in preparing meeting agenda;
 2. Communicate recommendations of Council representatives to the President and to the Board;
 3. Represent the Council at NYSNA Board meetings when either the Board or the Advisory Council deems appropriate;
 4. Identify concerns and recommendations arising out of Advisory Council meetings which should be included in the Advisory Council's written report to the Board of Directors.

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It is the obligation of constituent DNAs to respond in a timely fashion to requests of the President, Board of Directors and Voting Body for DNA contribution to and/or involvement in Association affairs.

WMB
2/3/88
ACS-2